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Bandar Lampung University, Indonesia

Icon-LBG 2016

**The Third International
Conference on Law,
Business and Governance**

PROCEEDINGS

Hosted by
Faculty of Law, Faculty of Economics and Faculty of Social Science
Bandar Lampung University (UBL)

Icon-LBG 2016

THE THIRD INTERNATIONAL CONFERENCE
ON LAW, BUSINESS AND GOVERNANCE 2016

20, 21 May 2016
Bandar Lampung University (UBL)
Lampung, Indonesia

PROCEEDINGS

Organized by:



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PREFACE

The Activities of the International Conference are in line and very appropriate with the vision and mission of Bandar Lampung University (UBL) to promote training and education as well as research in these areas.

On behalf of the Third International Conference on Law, Business and Governance (3th Icon-LBG 2016) organizing committee, we are very pleased with the very good response especially from the keynote speaker and from the participants. It is noteworthy to point out that about 46 technical papers were received for this conference.

The participants of the conference come from many well known universities, among others : International Islamic University Malaysia, Unika ATMA JAYA, Shinawatra University, Universitas Sebelas Maret, Universitas Timbul Nusantara, Universitas Pelita Harapan, Universitas Bandar Lampung, Universitas Lampung.

I would like to express my deepest gratitude to the International Advisory Board members, sponsor and also to all keynote speakers and all participants. I am also grateful to all organizing committee and all of the reviewers who contribute to the high standard of the conference. Also I would like to express my deepest gratitude to the Rector of Bandar Lampung University (UBL) who give us endless support to these activities, so that the conference can be administrated on time

Bandar Lampung, 21 May 2016

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CAPABILITY OF PUBLIC ORGANIZATION STRUCTURE AFTER REGIONAL EXTENSION IN WAY KANAN REGENCY (A Study on Basic Service Organization)

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Abstract

A primary issue in this study is that Way Kanan, a 13-year-old district, since it was formed from the expansion of the North Lampung Regency, is not strong enough to show the ability to carry out effective public services, even it is still categorized as a remote area,

The public organization structure of Way Kanan district that is essential element of organizational capability, has not effectively supported the management of existing resources towards the achievement of the main objectives of regional division that is the welfare of society.

Research question is: how does the capability of public organizations basic service providers in Way Kanan district can effectively support the implementation of the main tasks of the organization? This study used a qualitative approach, through direct observation, in-depth interview and documentation. To test the validity of the data, triangulation techniques are used.

The results showed that there elements of the capabilities of the organizational structure generally are less effective to support the implementation of the main tasks of the departments, especially the elements of the chain of command, centralization, formalization and span of control, while other elements: the work specialization and departmentalization, can be considered quite effective.

Keywords: *capability of public organization structure, Regional Extension, Basic Service*

1. INTRODUCTION

Way Kanan Regency is a regency result of the division who was aged 13 years, established pursuant to Law No. 12 of 1999 which was enacted on April 20, 1999 and inaugurated a district on 27 April 1999. This district is still not experiencing significant growth.

Public services, especially basic services, namely health services, educational services and ministry of population in this district is felt the community was still inadequate. Capability of organizational structure that is expected to sustain the implementation of the main tasks of the institution is not yet showing signs of improvement towards the significant basic services.

Based on the exposure, the question of this study is how the capability of organizational structure of basic service providers in Way Kanan district of Lampung Province can effectively sustain the implementation of the basic tasks of public organizations? This study aims to gain meaning concepts related to the capabilities of the organizational structure of public post of regional expansion.

2. THEORETICAL REVIEW

The organizational structure is an important aspect that sustains the success of an organization. Duties and functions of an organization or an organizational unit will always be reflected in the organizational structure through departmentation and the fabric of the working relationship between departments / units. Therefore the design of the structure should be rigorously carried out carefully for the purpose, objectives and duties of the organization can be achieved effectively and efficiently.

According to Waterman Jr., et al (in Lukiastuti, 2011: 94) states that the organizational structure is one of seven framework organizational network which of course must be combined with other components in order to achieve the highest goals series.

The organizational structure contributes influence on the effectiveness of the strategy outlined. Appropriate organizational structure to be able to realize organizational goals can be achieved effectively. In designing the right structure Lukiastuti (2011: 101) states there are some fundamental considerations that should be accompanied, among others:

- a. The task to be performed

- b. People who are obliged to carry out this task
- c. How can I ensure that the parties that administer these tasks is the right person.

According to Robbins (2007: 214) that the organizational structure determines how the work is divided, grouped and coordinated formally. There are six key elements that need to be considered by managers when they want to design their organizational structure. These six elements are: **work specialization, departmentalization, chain of command, span of control, centralization and decentralization and formalization.**

1) Work Specialization

Work Specialization refers to the extent to which tasks in the organization is divided into several separate work. This means a variety of work in the organization is broken down into several stages / parts specific jobs that can be done by an individual.

Work specialization by Robbins (2007: 216) has a good side, the other efficiencies gained, the skill of workers in performing their duties by successfully increased thanks to the repetition, less time is disposed in the succession duties, in preparing the tools and supplies needed someone from the previous stage in the work process, and in preparation for the next stage. Also in terms of employee training easier and cheaper to attract and train employees to perform specific tasks and repetitive

Furthermore, he said that the existing development up to 1960 obtained evidence that specialization too high cause economic loss due to boredom employees, fatigue, stress, low productivity, poor quality and increased work absenteeism, high employee turnover. Now the managers consider the work as a mechanism perorganisasian specialization is important, but not as a source of productivity constantly growing.

2) Departmentalization

Departmentalization is the basis used to group jobs together in a certain base. Every organization has a certain consideration to establish the basis for making departmentation. Basic most commonly used to categorize jobs in an organization is based on the exercise of the functions, but can also be an organization didepartentasikan based on the type of products / services produced, geography, process / phase of the service, and customer type.

Large organizations may use all forms of departmentation, with combinations at every level of his. In all sizes of organizations has developed a strong trend during the last decade. Functional rigid departmentalization increasingly refined by teams across traditional departmental lines. At the time the work is more complex and more diverse skills required to accomplish it, then switch to the management of cross-functional teams.

3) Chain of Command

Chain of Command is a line of authority that extends unbroken from the top echelons of the organization to the bottom explaining to whom the employee / officer of a unit responsible organization

The chain of command can not be separated from the aspect of authority and unity of command. Authority refers to the rights inherent in a managerial position to give a command and the command obeyed hope. Each was given a managerial position in the chain of command and each manager was given a certain level of authority to fulfill its responsibilities. The principle of unity of command help to perpetuate the concept of an unbroken line of authority. This principle states that a person only has one and only one boss where he was directly responsible for.

The environmental changes and advances in technology changed the relevance of this principle, where employees are now empowered so that it has the ability to obtain information strategic decisions. Their self-managed and cross-functional teams as well as the creation of a new structure designs which also includes multi-employer, then the concept of unity of command is reduced relevance.

4) Span of Control

Span of Control shows the limits of an employer to be able to supervise and control the number of subordinates. Control range is narrow or small have their own poles. By limiting the span of control at five or six employees, a manager can maintain well control. But a narrow range has three weaknesses.

- a) Become more expensive due to multiply levels of management
- b) Make vertical communication within the organization is more complicated. The additional hierarchy levels slows decision making and tend to isolate the upper management.
- c) Driving too strict supervision, thus inhibiting employee autonomy.

5) Centralized and Decentralized

The terms of centralization and decentralization here focused on aspects of decision-making in the organization. Centralization refers to the decision-making concentrated at one point within the society

together. While the decentralization of decision-making otherwise scattered at some point close to an operation.

Usually an organization if top management is said to be centralized key decisions makers organization by asking for a little feedback or no feedback at all from the bottom level personnel. Conversely the more lower-level personnel who provide input or are actually given the freedom to choose to make a decision, the more decentralized organization. Aligned with management efforts today to make the organization more flexible, there is a trend stern towards decentralization of decision-making.

6) Formalization

Formalization in the organizational structure refers to the degree to which jobs within the organization are standardized. The higher the formalization was more work to be standardized, and the employees have little freedom to choose what to do, when to do and how to do. In contrast to organizations that have a low formalization means employees have quite a lot of freedom in the execution of work, this is because not much work to be standardized, a bit SOP and have the flexibility to implement discretion..

In other writings, Robbins (1995: 91-115) thrusts five dimensions of organizational structure as a basis for designing the organization, which includes:

- a) The complexity, the dimensions of the structure refers to the degree of differentiation sebuat that exist within the organization, both horizontal differentiation, vertical differentiation and spatial differentiation.
- b) The formalization of the dimensions of the structure refers to the degree to which jobs within the organization standardized. The techniques formalization of the major ones include: selection, Google's Terms of roles, rules of procedure and policies, training and ritual.
- c) Centralized, namely dimensional structure refers to the degree to which decision making is concentrated at a single point in the organization. Concentration is high centralization and decentralization is a low centralization.

3. DISCUSSION

Capability of organizational structure reflects the effectiveness of the organizational structure in which there is division of functions and interwoven relationships between function synergistically aimed to achieve organizational goals effectively and efficiently. Strategies to achieve these goals, among others, set forth in his chosen form of organizational structure.

The structure of organizations providing basic services including structure Office of Population and Civil Registration, Department of Education and Department of Health. Based on Regional Regulation Way Kanan district No. 4 Year 2008 on the Organization district officials Way Kanan reGENCY, then the structure of organizations providing basic services are as follows:

a) Organizational Structure of the Department of Education consists of:

- a. Head of Department;
- b. Secretariat;
- c. Fields;
- d. UPT; and
- e. Functional Group.

Secretary in charge of:

- a. Sub Division of General and Civil Service;
- b. Sub Division of Planning and Reporting; and
- c. Sub Division of Finance.

Divisions:

a. Division of Infrastructures, in charge of :

- I. Section Procurement Planning and Infrastructures; and
- II. Infrastructures Maintenance Section.

b. Division of Elementary Education, in charge of :

- I. Section of Education Nursery - Nursery; and
- II. Primary School Education Section.

c. Division of Secondary Education, in charge of :

- I. Section of Junior High School Education; and
- II. Education Section High School / Vocational High School.

d. Division of School Education, in charge of :

- I. Section of Early Childhood Education; and
- II. Section of Public Education.

b). Organizational Structure Health Department consists of:

- a. Head of Department;
- b. Secretariat;
- c. Divisions;
- d. UPT; and
- e. Functional Group.

Secretary in charge of:

- a. Sub Division of General and Civil Service;
- b. Sub Division of Planning and Reporting; and
- c. Sub Division of Finance.

a. Division of Public Health Services in charge of :

- I. Section of Health and Referral
- II. Section of Family Health and Nutrition.

b. Division Disease Control and Environmental Health in charge of:

- I. Section of the Prevention and Eradication of Diseases; and
- II. Section of Environmental Sanitation and Human Settlements.

c. Division of Human Resources and Community Empowerment in charge of:

- I. Section Empowerment and Development of Human Resources for Health; and
- II. Health Promotion Section.

d. Division of the Pharmaceuticals and Medical Devices in charge of:

- I. Section of Drugs and Cosmetics; and
- II. Section of Medical Devices and Food and Beverages.

c). Organizational Structure of the Department of Population and Civil Registration, in charge of:

- a. Head of Department;
- b. Secretariat;
- c. Divisions;
- d. UPT; and
- e. Functional Group.

Secretary in charge of:

- a. Sub Division of General and Civil Service;
- b. Sub Division of Planning and Reporting; and
- c. Sub Division of Finance.

Divisions in charge of :

a. Division of Population, charge of :

- I. Section of Population Administration; and
- II. Resident Registration Section.

b. Division of Civil Registry, in charge of:

- I. Section Publishing the Acts of the Civil Registry; and
- II. Section Legalization and storage Civil Registration Act.

c. Division of Information and Analysis Program, in charge of:

- I. Section of Development and Planning Program; and
- II. Section of Population Information and Data Management

Referring to the opinion of Stephen P. Robbins and Timothy A. Judge (2007: 214) that the organizational structure determines how the work is divided, grouped and coordinated formally. There are six key elements that need to be considered by managers when they want to design their organizational structure. These six elements are: work specialization, departmentalization, chain of command, span of control, centralization and decentralization and formalization..

Aspects of the organizational structure of environmental agencies basic service providers as follows:

Work Specialization

At the level of heads of agencies, especially education department and health department element of specialization is necessary, because the specification of office at the head of this agency must be in accordance with educational qualifications, while the official population, because it is only the administrative work, educational qualification is not absolutely necessary, and this is already a basic consideration and implemented in three basic services providers.

At the level of the head of the field and the section leader in the Department of Education and Health, in addition to educational qualifications are also required work experience of each stakeholder the job, and this can be observed from the career penjabatnya, while the environment Disdukpil just needed experience relevant to the functions will he held

Observing these criteria, the current division of labor offices was basic service providers in accordance with the demands of the task and the legislation in force

Public organizations existing environment is medium, not too mechanically nor too organic. This leads to job duties and not too detailed deskriptionpun structured and rigid. Another consideration that if spseialisasi too forced to be applied rigidly, it can lead to job burnout impacting employee motivators.

Based on the description above, it can be said that the public organizations Basic service providers in Way Kanan district have carefully considered aspects of specialization working well

a). Departmentalization

Departmentalization offices was basic service providers in Way Kanan district, generally using a combination of base. At the level of Head of Division and Head, use the base functions and base combination (functions and types of customers), whereas at the level of Head of Section of using the base process, some are using a combination of a base (process and types of customers). The use of departmentalization basis that the assortment, it is directed to the creation of work effectiveness, and for each unit are in one office (one roof) then there is no problem because it is still relatively easy to coordinate.

Another case for structures in UPT, education only a few students and teachers deal continuously with the working units, hence the structure of the schools they generally use the base functions: the curriculum, the student section, common parts and finance. In the health sector, health centers are its small size, departmentalization based on the functions and processes. While in hospital structures have been standard comply Hospital structure, so as long as this departmentalization that exist do not cause significant problems and are still effective enough to support the implementation of the basic.

b). The Chain of Command

The chain of command related to unity of command, the three basic services providers, is made pyramid lini patterns and staff, hence still powerful aspects of the unity of command. Phenomenon that appears in this structure is, unless the head of the Department orders, orders that cross (diagonal) of the head of the field to the section which is not their subordinates, will not be effective, meaning that the order will not be considered subordinate because it was not his direct reports. Though the size of small organizations such as the scope of the Agency, it does not necessarily happen because of the employment relationship becomes stiff and can hinder the effectiveness of work.

c). Centralized-Decentralized

Observations showed that in the aspect of decentralization Centralization-discovered phenomenon that decision-making is generally centralized at Head Office. Therefore paternalistic culture still stuck in the bureaucratic offices, this affects also be centralized oversight. When the head of no where employees tend to lack discipline. This condition can potentially result in

employees becoming less independent, less creative and tend to be, the less responsible for the supervision of the leadership of the loose.

d). The Formalization

On public organizations basic service providers in Way Kanan district very little work to be standardized, except at the level of UPT. Standardization in the form of SOPs and procedures remains useful as a reference for the executive officer to carry out the task with certain standards, because sometimes the clerk was unable / not present and the presence of clear SOPs then the work can be replaced others. However, if too much work standardized, then the organization tends to be mechanical. Innovation and new ideas to be blocked. As far as the author observed a minimal standardization aspects in offices while this is not an obstacle, because the scope of the organization is still small. But if this continues without work standardization while work is becoming increasingly complex and increasingly large size organizations, it will decrease the performance, better employee performance, the performance of the service and quality of service to the community. Symptoms of direction is evident from the gaping overlap or work among employees.

e). Span of Control

Span of control in public service organizations in the district are still too narrow and tapered, so that the tree becomes longer, less efficient and practical can burden the budget, because it's actually still be made more efficient by eliminating the post of Head of Division, and automatic section below the plane could gets wider. Today many heads of field that only houses two once, and the head of the field is still too many, but by reducing the head of the field, span of control of the head of the field still has a subordinate 4 sections so it is still under control, but on the other hand the budget can be saved through reduced allowances head field .

Based on the above analysis, the organizational structure of government services providers of basic services in general are less effective in order to support the implementation of the main tasks of the service, especially the aspects of the chain of command, centralization, formalization and aspects of the control range, while aspects of specialization of labor and departmentalization has been implemented with regard the good one.

4. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

- 1) Capability organizational structure at the service providers on the basis of Way Kanan district generally lacking effective to support the implementation of the main tasks of the service, this is because there are structural elements that are less effective, namely: the chain of command, centralization, formalization and control range ,
- 2) Implementation of the unity of command is too rigid, causing a strong bulkhead between the field and sexy, so that synergy in the service is not reached .Sentralisasi applied precisely fertilize paternalistic culture and centralization of supervision so that the hierarchy inherent supervision is not running. Formalization is low on the job more complex causes frequent and gaping overlap between the work of potential employees that result in decreased performance of the institution. Control range is narrow and pointy cause inefficient structure and burden the budget.

B. Recommendations

Way Kanan Government should regularly evaluate the effectiveness of its organizational structure of local government, so that the structure is able to support the capabilities of public organizations to optimize utilization of existing resources, especially human resources effectively and efficiently. In the short term the Way Kanan Government should improve the structural elements, especially the excesses caused by aspects: unity of command, centralization, formalization and span of control.

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